

SPECIAL COUNCIL WORK MINUTES
APRIL 14, 2014

The City Council held a special work meeting on Monday, April 14, 2014, at 3:00 p.m., in the Council Chambers, 10 North Main Street, Cedar City, Utah.

MEMBERS PRESENT: Mayor Maile Wilson; Councilmembers: Ron Adams; John Black; Paul Cozzens; Fred Rowley.

STAFF PRESENT: City Manager Rick Holman; City Attorney Paul Bittmenn; City Recorder Renon Savage; Finance Director Jason Norris; Police Chief Robert D. Allinson; Fire Chief Paul Irons; Leisure Services Director Dan Rodgerson; Public Works Director Ryan Marshall; Economic Development Director Brennan Wood; Library Director Steve Decker; Events Coordinator Byron Linford.

OTHERS PRESENT: Pat Keeley, Jennifer Sorenson, Doug Hall

CALL TO ORDER: Mayor Wilson called the meeting to order at 3:08.

STRATEGIC PLANNING DISCUSSION: Pat Keeley – we will go over the mission and goals and bring the Department Heads in at 3:30 and bring them up to speed. It will be an open discussion at that time. You have an overview of the mission, goals, etc. We will go out to the public at a later time. We will do that through existing meetings.

The Mission and Vision need to be looked at from a broad perspective. Rick – this draft mission is what we came up with before, and Don had specific things he wanted to incorporate. See Exhibit “A” for the Mission, Vision, Values, and Strategic Goals. Cozzens – what is a sustainable neighborhood? Rick – I think of sustainable at looking to maintain the resources we have to encourage the wise use of the resources and people can feel comfortable that the neighborhood will remain as far a zoning, etc. Mayor – these are not set in stone, we can continue to rework the statements if you feel necessary. Adams – I was trying to think of the relationship between the citizens and where staff fits in. It may be by providing reliable, efficient, courteous service. Rick – the vision applies to the organization, the mission applies to the City. Pat – values are the guidelines for the community and how we operate the day to day operations. Mayor – is there anything that has come up in the past few weeks? Pat – the time horizon, we had the timeline as 2050, do we want to shorten the timeline? Rick – I suggested 2020 because things change. I hope the council 5 years from now will want to update. Mayor – that would make it more concrete and a useful document. I think we had a conversation about shortening the time frame, the council agreed.

Pat – Strategic Goals: as we go through this with Department Heads it would be wise to have them spend a moment jotting down projects or comments that would support the strategic goals and then have them post it on the flip chart. If there are changes or additions we can make them now. We also talked about one of the Councilman being a champion for each of the strategic goals. If there is something you have an interest in we

can put your names on it now. Adams – one thing that came to mind is the past week we attended League of Cities and there was a consensus on wise economic growth, one thing that came out a bigger issue is finding our specialty, each city is different. What are our specialties we have to help focus on for economic growth, find something attractive that we have. Rick – we made that decision in the 70's when the mines closed down and we focused on tourism. Pat – the Festival City is what struck me when you said that.

Department Heads joined at this time. Mayor – we have started a strategic Planning process and have a rough draft at this point and want input and feedback if there are things you think we have missed.

Pat -I am with the University and been working with many organizations on strategic planning and the process. All Department Heads introduced themselves. Have any of you helped in a strategic planning process before? Brennan – I did with a bank and it took about a year. Pat – what have you heard about strategic planning? Ryan – a vision of the future and how we will get there. Brennan – they work if they are followed, I have seen places create them and not follow because of change in management, etc. Pat – there was an article in Fortune 500 and about 95% had a plan, how many do you think implemented? 5%, so why are we doing this? If you don't know where you are going what path do we take? Why would we do a plan? Brennan – to build tactics. Ryan – to communicate with other business organizations. Bob – to have a cohesiveness of goals throughout the different City departments/divisions. Pat – if we have them and are clear the resources will be better aligned. The idea of planning is to bring the planning in line. Ryan – you have to get the buy in. You have to have people help develop and plan. Byron – there has to be an education process also. Pat – educate about the plan.

Pat – the Council met in January and drafted a Mission, Vision, Values and Strategic Goals. They also want you feedback, comments and ideas. We will then go to the community and meet with existing groups and have some public hearings over the summer. We will take all the comments and feedback, consider them, we won't include everything, and then finalize the strategic plan in the fall.

Ground Rules – how we will interact today and in the future. Steve – my ideas are good. Pat – Walt Disney said “if you dream it you can do it.” Rick – no idea is a bad idea. Steve – Change is ok; Ryan – everyone needs to feel safe in giving ideas without them being shot down. Pat - how do you feel interacting with the Council? Only one person talks at a time. Stay grounded in the future, stay away from the day to day. Ryan – are we here for the future, what direction are we going? Pat – what is your role in all of this? Mayor – the elected officials come and go so ultimately it will be staff to implement and work through and carry the plan forward. That is why it is critical that we get the input and openly throw the ideas back and forth. At the end of the day you are the ones that stay from year to year. Bob – is this a visionary plan or one that will change every 4 years. Pat – I would say what is at time horizon, 2020 or 2050? Japan had a plan for 100 years and I am not sure we want to look that far out, but give a time for the vision. Right now we are thinking 2020. Mayor – I hope it is something that will become a road map for the future for everyone so we have a common ground. Pat – we have 4 strategic

goals, there may be some things missing, but we needed to start somewhere. This will be fluid over the next few months. I want your comments on the Mission, Vision and Values. First, do you have any comments? Rick – when we first started this we said 2050, but we decided things change to often so we changed it to 2020. Pat – another aspect is the idea of implementation and the most successful organizations form a measurement around the goals and then have a champion and it is monitored. It needs to be integrated into the organization. The mission and vision were reviewed. What is the difference between the two? Ryan - Mission where you want to be and the vision what you want it to look like. Pat – mission is where we are now, vision is looking ahead, inspiring, where you want to be. Brennan – mission is where you are, vision is where you want to be. Steve – I circled rich heritage because I don't know what that means. Cozzens – I think back on how SUU was founded and how the pioneers sacrificed, the spirit of volunteerism. Mayor – a way the different groups brought us to where we are. Byron – I think the integrity is all encompassing, it could be said in less words. Ryan – financially solvent? Brennan – we are Festival City and nothing relates to that. Rick – the industry are important part of what we want to do. Rick – can we include safe in the vision?

Mission

“Rich heritage”

“Responsible ... Assets”

“Financial responsibility”

Nothing relating to Festival City

Safe City.

Vision

friendly and safe

Pat - Values are something we embrace, how we treat each other, look at those and see if you have comments. Rick – does anyone have a problem with family atmosphere? Brennan – everyone looks at it differently. You could have a problem if you define family. Byron – we have covered it in the vision, should it be in the values? Pat – some have redundancy, and you see them posted to remind what we do from day to day. Ryan – put community as a value.

Values

Family ... family & community atmosphere or

Community, volunteerism, diversity of individual pursuits

Communicate

Education

Paul – SUU students did a study for the downtown alliance, we got criticized that we are not courteous and we don't communicate, maybe that should be included.

Jennifer – it was a case study on tourism in Cedar City. It was based on the historical downtown, tourism and customer service.

Rick – we want to be recognized as a friendly atmosphere, this is mentioned in the vision. I have heard we are a friendly community. Pat – interesting thing we did with Parowan, they didn't think people wanted email, but the overwhelming response was through email. Brennan – it is a good value to openly communicate. Mayor – we have that as a goal. Paul – foster more volunteerism from the citizens. Steve – a value to Cedar City is education, so much of the community is built around SUU.

Dan – I would like to see something on tourism and our natural resources. Rick – we have that under the strategic goals.

Pat – jot down things that you think need to be added and we will collect them under each strategic goal.

Questions – under improve public infrastructure, what is concentric growth? You start with the plan and look at the annexation declaration so you don't have leap frog development so you don't have 5 homes by their selves that you have to provide services. You should start somewhere on discussions. Our annexation declaration is 4 times the size we are now and we don't have the water to provide to that many citizens. Ryan – is bringing shopping to the out areas the same? Rick – we did look at commercial property in different areas in the general plan. This is where we are going to allow development, when we are at 80% of our annexation then we will look at future annexation. Paul – I don't know how you implement any of that. Ryan – if you start to move businesses in the areas how do you keep your downtown viable. Rick – there has to be a certain amount to allow people to build in commercial areas and they want roof tops to travel to it, but if someone wants to develop on the east end of Quichapa, we have to bring fire services. Some of the details have to be discussed. We violated that because we cherry stem all the way out HWY 56. I think it is worth discussion with staff and Planning Commission. Bob – what value do you put on a person's right to develop their property? We can put policies in place, how do you value that. Rick – if you want to develop and it is not within the city's declaration, go ahead and develop in the County. This is where we say we have vacant property, but to go ½ mile beyond that we are jeopardizing services. Rowley – all the agreements we have, is there a time line before it is void? Paul – I will look. Pat – what is your time horizon? 2020 if you look at our strategic goals, look at 2020.

Encourage Wise Economic Growth

Encourage the growth downtown
Recruit industry and businesses, what type
Questions on Tourism Bureau versus City
Family friendly entertainment

Enhance the Quality of Life of Citizens

Define quality of life – Rick that would be good for the outreach to the community
Preserve downtown
Safe pedestrian and traffic flow community
Trails, master plan

Sustainable values

What is beautification and personal accountability?

Improve Public Infrastructure

Improve water from Wha Wah & surface water

Define the infrastructure

Ensure Financial Security

Plan for future growth with existing facilities

Increase tax base

See efficient tax deliveries

Budget a 5 year maintenance goal for infrastructure costs

Look at other revenue sources

Paul – we have a lot of facilities we need to pay for. We need to make sure we are not starving other areas. We need to pay for what we built and maintain it. Where do we get the money to do these things?

Rick – to maintain a healthy bond rating we need to find out what the financial businesses require for that and that is how we implement this.

Mayor – do we want to start to put in how we will pay for the long term items? I would like to see a goal that we can look back on; we made a plan on how to pay for these and made hard decisions. Brennan – we put out in the budget what we want in 5 years, so we know things are coming. Paul Irons – it takes the 5 years for me to meet those goals, it would be good if we could accomplish the goals in 5 years, but it doesn't happen often. Ryan – figure how the budget will pay for the goals. Rick – if there is now way to pay for the 5 year goals, then we need to reduce the request or look at revenue process. Paul – why not look at a 5 year maintenance goals in the budget, it wouldn't work for all departments, but it would for some. Byron – that is a great idea. Doug Hall – that should be in a capital facilities plan. Mayor – based on the discussion we would like to make that a goal, a 5 year goal for maintenance, put it under financial security.

Cozzens – it may not be popular, but we may have to change the ordinance for RAP tax to help pay for the O&M on facilities. Ryan – how about the Transient Room Tax, we need to look at that also. Cozzens – we can't continue to build things with RAP Tax without having a way to pay for the operation and maintenance. Rowley – some should be designated for the O&M. Cozzens – the public wants to build the facilities, so I think they will want them maintained.

Rick – Brennan you have areas you look? Brennan – we have four areas we go, manufacturing/light industry, tourism, small business development and alternative energy.

Ryan – it is vital to keep the downtown, especially for tourism. Brennan – if you lose your downtown it is very difficult to bring it back. Some cities don't include that.

Pat – the University and new Shakespeare thrives on the downtown. Define Quality of Life – Paul – that is different for everyone. Rick – it matters to someone. Brennan – when I get an Economic Development package, quality of life is at the bottom of the list. Paul – I don't want the City to tell me what my quality of life is. Mayor – it may not be important to a business, but that is why people are living here. Brennan – I tell them about it without saying quality of life. Mayor – it isn't the same for each individual, but it makes sense to me to have the phrase included. Rick – they will be different. Brennan – it should not be confused with standard of living. Rick – Byron pointed out that the vision mentions some of those things. Byron – if you took a survey safe, education opportunities, etc. would come up.

Foster community services. Mayor – we could do it as a value instead of a goal. Pat – if it is a goal how would we do that? Paul – there is youth volunteers, senior volunteers, SUU, Byron gets a lot for his events.

Rick – we will take the input and do an updated draft and circulate to Council and staff. Mayor – if you think of things in the meantime let us know. Pat – look at what you are doing that will contribute. Look at things you could get rid of instead of just adding. Mayor – this falls in line with the budget process.

ADJOURN: the meeting adjourned at 4:55 p.m.

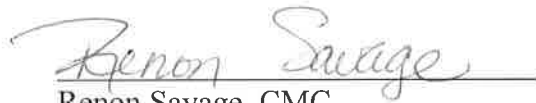

Renon Savage, CMC
City Recorder

EXHIBIT "A"
STRATEGIC PLANNING MEETING
APRIL 14, 2014

Cedar City Strategic Plan
January 24, 2014

Mission

Cedar City is dedicated to building on our rich heritage by being responsible stewards of community assets and acting with integrity. We will provide innovative, reliable, efficient and courteous service as we fulfill our responsibilities to our citizens, neighbors and visitors with dignity and respect.

Vision

To be a city recognized for its friendly atmosphere, educational and cultural opportunities, sustainable and strong neighborhoods, and economic opportunities for individuals and families to thrive.

Values

Respect: We value the contributions and needs of all members of our community.

Stewardship: We prudently and efficiently manage financial and human resources while promoting a sustainable environment.

Integrity: We foster the highest ethical standards in our decisions and our actions.

Innovation: We seek better ways of providing desired services.

Family: We design services and facilities that enhance a family atmosphere.

Strategic Goals

Encourage Wise Economic Growth

- Continue to recruit business and industry that add to economic well-being of residents and are conducive to our quality of life
- Build on partnership between business/industry and education institutions
- Continue to enhance tourism industry

Enhance the Quality of Life of Citizens

- Encourage city-wide beautification and personal accountability in neighborhoods
- Continue developing master-planned trail system
- Continue to update City's Emergency Response Plan
- Encourage public/private partnerships for community services
- Promote sustainable practices to maintain valued resources
- Improve communication between the city officials/staff and our citizens

Improve public infrastructure

- Develop with sound planning tools
- Consider using a “concentric growth” pattern
- Continue to follow infrastructure master plans and infrastructure replacement programs
- Encourage water conservation and water resource development

Ensure Financial Security

- Maintain healthy bond rating and a prudent debt use
- Continue to encourage strong business community to enhance sales tax revenue
- Maintain a utility rate structure that reflects efficient operations, replacement needs and future expansion.
- Continue to seek more efficient service delivery systems